

Assessing Work Environment, Organizational Culture, and Job Satisfaction of Hotel Employees

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Abstract

This research aims to describe the variables of work environment, organizational culture, job satisfaction of hotel employees in Yogyakarta. This explanatory research emphasizes explaining the relationship between work environment variables, organizational culture, and job satisfaction for hotel employees. Location This research was conducted on hotel employees in Yogyakarta because hotel employees in Yogyakarta remember that the number of hotel employees experienced a decline in 2019 and 2022 due to the impact of the pandemic and Yogyakarta has a high workload because it is one of the main tourist destination cities on the island of Java. The population of this study were all hotel employees in Yogyakarta, totaling 4,524 employees, who had a minimum work period of 5 years with a sample size of 150 people. The research results show that infrastructure facilities, harmonious working relationships with superiors, health facilities, and security protection shape the hotel work environment in Yogyakarta. Organizational culture is formed by the freedom to innovate, completing work with a team, working based on guidelines, and a shared understanding of work. Job satisfaction at hotels in Yogyakarta is formed by expectations, enjoying work, work achievements, promotional opportunities, job appreciation, and support from colleagues. This research is expected to positively contribute to discussing the work environment, applying organizational cultural values, and job satisfaction, especially in hotel services companies.

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1. Introduction

Human resource management is the primary key to being able to answer the challenges of environmental change (Pattanayak, 2020). Continuous and continuous strong efforts must be made by hotel management to develop human resources (Aboramadan & Karatepe, 2021). The various efforts made have not been optimal in improving hotel employees' performance, considering that management still needs to solve the complexity of the problems (Luo et al., 2021). This condition demands readiness from employees to continue to increase their work capacity so that all targets can be achieved and hotel employee job satisfaction can continue to increase (Hassanein & Özgit, 2022).

Job satisfaction describes a person's feelings of satisfaction with their work, this concept benefits employees and the organizational structure to a large extent. Job satisfaction is formed by several factors that influence fluctuations in employee performance (Sulistyan et al., 2019). This statement, as stated by Lotunani et al. (2014) in their research, revealed that the competencies possessed by each employee encourage increased employee performance. Efforts to support successful employee performance work environment factors are no less important.

The work environment is a form of support the organization provides to employees so that they can work optimally, and the work environment can encourage high and low individual employee performance. This statement is approved by the research results of Al-Omari and

Okasheh (2017). Then Vischer (2007) explained that the work environment influences the quality and quantity of work produced by employees, while poor environmental conditions can cause inefficient worker productivity and reduce employee job satisfaction.

Jain (2015) stated that culture is essential in improving organizational processes and results in the construction industry. Organizations must be able to assess and understand their culture, how the organization develops, and the consequences of the specific orientation that has been established. Performance in the previous statement has revealed that performance is influenced by job satisfaction. Job satisfaction is a keyword in shaping employee morale.

Hasan (2021) and Agbozo et al. (2017) research revealed that the work environment influences employee job satisfaction. Other research supporting job satisfaction is influenced by culture, as Stephen (2016) revealed. A good culture will support employee job satisfaction. The background description revealed based on the phenomenon and support from previous research focuses the research. In the statement above, the author analyzes and discusses direct descriptions of work environment variables, organizational culture and job satisfaction as the research variables used.

Hotels in Yogyakarta are considered research objects because hotels in Yogyakarta have an interesting phenomenon. According to statistical data from the DIY Regional Development Planning, Research and Development Agency, the number of hotels after the pandemic has increased sharply. In 2019, the number of star and non-star hotels was 773; in 2022, it will more than double to 1,696. The most significant increase was in the number of non-star hotels. From 610 hotels in 2019 to 1,528 (non-star) and 168 (star) in 2022; however, the number of hotel employees has decreased, especially star hotel employees, 2019 there were 7,781 employees, and in 2022 it will be 4,524 people (Izzuddin, 2023).

The special region of Yogyakarta (DIY) is a province that stands alone with autonomy, the same as other provinces in Indonesia, but has different privileges compared to other provinces. As a region that relies on natural and cultural tourism, Yogyakarta requires adequate tourism support facilities, including hotels. This condition demands readiness from Yogyakarta regional government officials to continue to be ready to innovate and improve various sectors.

This research aims to describe the variables of work environment, organizational culture, and job satisfaction of hotel employees in Yogyakarta. The results of this research are expected to positively contribute to the development of Human Resource Management Science regarding performance theory, which is relevant in discussing work environment, application of organizational cultural values, and job satisfaction, especially in hotel service companies.

Literature Review

Dali et al. (2018) stated that it is a pleasant or unpleasant emotional state where employees view work. Mukhtar (2018) job satisfaction is an employee's emotional state where there is or is not a meeting point between the value of employee remuneration from the company and the level of remuneration value desired by the employee concerned. Job satisfaction reflects a person's feelings towards his job. According to Herzberg (2008), job satisfaction factors are maintenance factors that can cause employees to feel dissatisfied, consisting of organizational policies, supervision, personal relationships, working conditions and salary. The dimensions used to measure employee job satisfaction by Robbins and Judge et al. (2012) are work, wages or salary and co-workers.

According to Dingel and Maffett (2019), the work environment is all the instruments and data found in the surrounding environment, where a person works, work procedures and work systems, both as individuals and in groups. Saidi et al. (2019) stated that the work environment is where employees carry out their daily work. The work environment is everything around the employee while working, both physical and non-physical, which can influence him in carrying out his daily tasks and work. A conducive work environment provides security and allows employees to work optimally (Agbozo et al., 2017). According to Saidi et al. (2019), there are three work environment indicators: physical work environment, leadership support, and job security.

Robbins and Judge (2012) also defines organizational culture as a system of shared meaning held by members that differentiates the organization from others. Organizational culture is the

values, principles, traditions and attitudes that influence how organizational members act. Jiddah et al. (2016) also have another perspective on organizational culture, which is that there are unique tendencies to specific organizations. From several definitions put forward by the experts above, it can be concluded that organizational culture is the values and beliefs in a group or organization that characterize the organization and thus differentiate it from others. According to Yilmaz and Ergun (2008), indicators of organizational culture include involvement, consistency, adaptation and mission.

2. Methods

Research design is an operational design used as a guide or technical guideline in research activities. It is a technical guideline because it is a research design that explains the operational stages of research, starting from the type of research, data collection techniques, data processing and analysis techniques, and the process of drawing research conclusions. In connection with this, the research design the researcher carried out was explanatory research, which emphasized explaining the description of exogenous and endogenous variables. The population in this study were all hotel employees in Yogyakarta (168 hotels), with a workforce of 3,256 men and 1,268 women, for a total of 4,524 (Bappeda DIY, 2023). They had a minimum work period of 5 years. Based on the Slovin formula, the number of samples in the study was 150.03, so it rounded up to 150 people. The sampling technique used was simple random sampling. The selection of hotel employees in Yogyakarta as the research location was based on considerations that hotel employees in Yogyakarta were considering that the number of hotel employees had decreased; in 2019, there were 7,781 employees, and in 2022, there were 4,524 people due to the impact of the pandemic (Izzuddin, 2023), and Yogyakarta has a high workload. Yogyakarta is one of the main tourist destination cities on the island of Java.

The type of data needed in this research is primary data obtained directly from respondents via questionnaires. Then, the data is tabulated in frequency form. After that, the data is analyzed to prove the research hypothesis and look for research findings due to scientific developments, especially in human resources. The data collection technique for this research uses a questionnaire. The questionnaire's data concerns the respondents' responses to the variables studied. The instrument used in data collection was a Likert scale questionnaire ranging from strongly disagree (STS) to strongly agree (S.S.), starting with a weight of 1 to a weight of 5.

This research relates to human resources, especially those related to work environment, organizational culture, and job satisfaction. The research was conducted at hotels in Yogyakarta by distributing questionnaires to all employees who had worked for more than five years at hotels in Yogyakarta. The data collection procedure in this research was to use a questionnaire. According to Sugiyono (2018), a questionnaire is a data collection technique that gives respondents a set of questions or written statements to answer. The questionnaires are distributed by meeting directly with all employees who have worked for more than five years at hotels in Yogyakarta and by using online media by sending a questionnaire link to employees; it takes about one month to complete the research questionnaire.

Strengthening the data collection results used in this research was a focus group discussion (FGD) with hotel employees. In order to reach more respondents, interviews were carried out using the FGD method. The results of this FGD are presented in the discussion to provide an empirical picture of the results of this research. The analysis technique used in this research is descriptive analysis, which provides an overview of each variable's characteristics and the frequency of respondents' responses to statements from each indicator. Meanwhile, this descriptive presentation will be tabulated, including mean, median, mode, standard deviation, variance, etc.

3. Results and Discussion

3.1. Result

Yogyakarta is an educational and cultural center and one of the leading tourist destinations with great potential to contribute to national development. As the era of globalization enters, the tourism sector will be open to foreign investment in accommodation sectors such as hotels, tourism transportation, tourism objects, and other main tourism businesses as well as other non-tourism activities, as stated in the ministerial decree transportation Number SK.12/K/1971.

The development of accommodation facilities in Yogyakarta is grouped into Star hotel accommodation facilities and non-star hotel accommodation facilities. Accommodation facilities such as star hotels and motels are tourists prefer demand for places to stay. The location used as a hotel and motel is chosen based on a place that can attract visitors and is on a route close to tourist attractions. For this reason, these hotels and motels are close to the center of activity in the city. The number of star-rated hotel and motel rooms is determined based on the number of visitors and room occupancy rates each year.

a. Work Environmental

The work environment is the environment around employees to support the work assigned. The work environment is built from three observation indicators, where work environment activities to increase job satisfaction and employee performance include, among others, physical work environment, leadership support, and job security. The table above shows that the work environment variable has a total average of 4.24. Indicators that can reflect the work environment are job security and leadership support, which have an average value above 4.24, the average value of the work environment variable. The job security indicator has the highest average value, namely 4.37, the leadership support indicator is 4.25, and the indicator with the lowest average is workspace conditions at 4.10.

The work environment variable with job security indicators has an average value of 4.37, obtained from the employee health facility statement item of 4.36 in first place and the employee security protection statement of 4.39 in second place. The leadership support indicator has an average value of 4.25, obtained from the statement that the working relationship with superiors runs harmoniously at 4.24 in the first place and the statement of work support from superiors at the hotel at 4.27 in second place. The workspace condition indicator in the work environment variable has an average value of 4.10, obtained from the statement that hotel facilities have met the requirements of 4.15 in the first place and that hotel facilities have met the requirements of 4.06 in the second place.

The workspace conditions in hotels in Yogyakarta are influenced by hotel infrastructure facilities that meet the requirements for creating comfort in hotels in Yogyakarta. This is indicated by the average value of 4.15, which is more significant than 4.10, which is the average value of the workspace condition indicator items and is considered to represent the workspace condition. Hotel facilities that meet the requirements have an average value of 4.06, indicating that hotel employees in Yogyakarta have facilities for working in hotels.

Creating work support from superiors carries out leadership support for hotel employees in Yogyakarta. This is shown by the average value of 4.27, more significant than 4.25, which is the average value of the leadership support indicator and is considered to represent the support of hotel leaders in Yogyakarta. The working relationship with superiors at the hotel runs harmoniously, with an average value of 4.24, indicating that hotel employees in Yogyakarta have leadership support when carrying out their work.

The security protection of hotel employees carries out hotel work security in Yogyakarta. This is shown by the average value of 4.39, more significant than 4.37, which is the average value of the job security indicator and is considered to represent job security. Hotel employee health facilities in Yogyakarta have an average value of 4.36, indicating that hotel employees in Yogyakarta have job security when carrying out their work at the hotel.

b. Organizational Culture

Organizational culture is how an organization learns to relate to the environment by combining assumptions, behavior, stories, myths, ideas, metaphors and other ideas to determine what it means to work in an organization. Organizational culture is built from three observation indicators, where work environment activities in increasing job satisfaction and employee performance include, among others, involvement, consistency, adaptation, and mission. The table above shows that the organizational culture variable has a total variable average of 4.31.

Indicators that can reflect organizational culture are involvement and adaptation, which have an average of above 4.31, the average value of the organizational culture variable. The Involvement indicator has the highest average value, namely 4.36; the adaptation indicator is 4.35; the consistency indicator is 4.29; and the indicator with the lowest average is the mission at 4.26.

The organizational culture variable with indicators of involvement has an average value of 4.36, which is obtained for the item stating freedom to innovate at 4.35 in the first place and the statement completing work with a team at 4.37 in the second place. The adaptation indicator has an average value of 4.35, obtained from the statement that the organization follows the development of science and technology at 4.35 in the first place and that the organization follows environmental conditions at 4.35 in the second place.

The consistency indicator for the organizational culture variable has an average value of 4.29, obtained from the statement of working based on guidelines of 4.32 in first place and the statement of understanding at work of 4.26 in second place. The organizational culture variable with the mission indicator has an average value of 4.26, obtained from the statement item of completing work by the vision of 4.29, which is in the first place, and the statement of completing work by the mission is 4.23 in the second place.

Involvement at hotels in Yogyakarta Carried out by completing work with the team at hotels in Yogyakarta. This is shown by the average value of 4.37, more significant than 4.36, which is the average value of the involvement indicator and is considered capable of representing involvement in developing the hotel. Freedom to innovate has an average value of 4.35, indicating that hotel employees in Yogyakarta are involved in their work there.

Hotel consistency in Yogyakarta is carried out by work based on hotel guidelines. This is shown by the average value of 4.32, more significant than 4.29, which is the average value of the consistency indicator and is considered capable of representing consistency in developing hotels. The same understanding at work has an average value of 4.26, indicating that hotel employees in Yogyakarta consistently carry out their work at the hotel.

Adaptations to hotels in Yogyakarta are carried out according to organizational conditions that follow developments in science and technology and the environmental conditions of hotels in Yogyakarta. This is shown by the average value of 4.35, which is the same as the average adaptation indicator and represents adaptation in developing hotels.

The mission at the hotel in Yogyakarta is carried out by completing work based on the hotel's vision in Yogyakarta. This is shown by the average value of 4.29, more significant than 4.26, which is the average value of the mission indicator and is considered capable of representing the mission in developing the hotel. Completing work based on a mission has an average value of 4.23, indicating that hotel employees in Yogyakarta have a mission to carry out their work at the hotel.

c. Job Satisfaction

Job satisfaction is a person's emotional state where there is or is not a meeting point between the value of compensation for employee performance in the organization and the level of compensation desired by the employee concerned. Job satisfaction is built from five observation indicators, where activities on job satisfaction in improving employee performance include work, wages, work supervision, promotion opportunities, and coworkers.

The table above shows that the job satisfaction variable has a total variable average of 4.20. Indicators that can reflect job satisfaction are coworkers and promotion opportunities, which have an average of above 4.20. The co-worker indicator has the highest average value, namely 4.25. The promotion opportunity indicator is 4.23, the work supervision indicator is 4.19, and the indicator with the lowest average is the employment and wages indicator at 4.17.

The job satisfaction variable with co-worker indicators has an average value of 4.25, obtained for the item statement of work carried out supported by co-workers of 4.29 in first place and statement of work carried out supported by superiors of 4.21 in second place. The promotion opportunity indicator has an average value of 4.23, obtained from the statement of opportunity for promotion at 4.29 in first place and the statement of job appreciation from the company at 4.17 in second place.

The work supervision indicator in the job satisfaction variable has an average value of 4.19, obtained from the statement evaluating work achievements of 4.20 in the first place and the statement of taking solution steps of 4.19 in the second place. The wage indicator has an average value of 4.17, obtained from the statement of receiving a salary based on expectations of 4.22 in the first place and working based on the wages received of 4.13 in the second place. The work indicator has an average value of 4.17, obtained from the statement of working based on expectations of 4.19 in the first place and the statement of enjoying work of 4.16 in the second place.

Work on hotels in Yogyakarta is carried out based on hotel expectations in Yogyakarta. This is shown by the average value of 4.19, more significant than 4.17, which is the average value of the work indicator and is considered to represent work in developing the hotel's progress. Enjoying work at hotels in Yogyakarta. An average value of 4.16 indicates that hotel employees in Yogyakarta work in developing hotels.

Wages at hotels in Yogyakarta are made by receiving salaries based on expectations at hotels in Yogyakarta. This is shown by the average value of 4.22, more significant than 4.17, which is the average value of the wage indicator and is considered to represent the wages earned. Working based on wages received averages 4.13, indicating that hotel employees in Yogyakarta have wages given according to the hotel.

Work supervision at hotels in Yogyakarta is carried out to evaluate work achievements and take steps to solve things that still need to be achieved. This is shown by the average values of 4.20 and 4.19, which correspond to the average value of 4.19, which is the average value of the work supervision indicator and is considered to represent work supervision in developing hotels.

Opportunities for position promotion at hotels in Yogyakarta carry out hotel promotion opportunities in Yogyakarta. This is shown by the average value of 4.29, more significant than 4.23, which is the average value of the promotional opportunity indicator and is considered to represent the promotional opportunities obtained in Yogyakarta hotels. Getting appreciation for work in Yogyakarta hotels has an average score of 4.17, indicating that hotel employees in Yogyakarta have promotional opportunities provided by the hotel.

Co-workers of hotel employees in Yogyakarta Carried out the work supported by co-workers at the Yogyakarta hotel. This is shown by the average value of 4.29, which is more significant than 4.25, which is the average value of the co-worker indicator and is considered to represent co-workers. Work supported by superiors at hotels in Yogyakarta has an average value of 4.21, indicating that hotel employees in Yogyakarta have colleagues at hotels.

3.2. Discussion

The analysis results in this research show that workspace conditions, leadership support, and job security contribute to the work environment. These three indicators have provided a positive reflection on the work environment or have reflected the value of the work environment, where employees carry out their daily work. This is reflected in work security at Yogyakarta hotels, which provide employees with security protection and health facilities

Saidi et al. (2019) stated that the work environment is where employees carry out their daily work. Meanwhile, Chandra (2011) states that a place has a group with several supporting facilities to achieve company goals per the company's vision and mission. The work environment is everything around the employee while working, both physical and non-physical, which can influence him in carrying out his daily tasks and work.

The work environment within a company/agency is critical for leaders to pay attention to because a good work environment influences the effectiveness of those working within the company. To plan a work environment, it is necessary to study and determine the aspects that

make it. There are two types of work environment: physical work environment, which is all physical conditions that exist around the workplace and can affect employees; A non-physical work environment is a work environment that is pleasant in the sense of the creation of a harmonious working relationship between employees and superiors because, in essence, humans do not only work to earn money, but work is a form of activity that aims to obtain satisfaction.

The results of hotel employees' perceptions in Yogyakarta show that the work environment has three indicators: workspace conditions, leadership support, and job security. The indicator with the highest value is stated by job security, which is the main thing that makes the most significant contribution to the work environment. This can be understood from the security protection and health facilities provided to hotel employees in Yogyakarta.

Support from hotel leaders in Yogyakarta also contributes to the work environment. This statement can be understood by the work support provided by superiors at the hotel, whose employees tend to agree with the statement. Indicators of hotel workspace conditions in Yogyakarta contribute to the work environment with statements that employees tend to agree that hotel infrastructure meets requirements.

The analysis results in this research show that organizational culture is contributed by involvement, consistency, adaptation, and mission. These four indicators have provided a positive reflection on organizational culture or have reflected the value of organizational culture, which is how an organization learns to relate to the environment by combining assumptions, behavior, stories, myths, ideas, metaphors and other ideas to determine what it means to work in an organization. Hotel adaptation reflects this, where organizations follow scientific and technological developments and environmental conditions.

Organizational culture is the values, principles, traditions and attitudes that influence the way organizational members act (Yilmaz & Ergun, 2008), with several indicators: 1) involvement, 2) consistency, and 3) adaptation. , and 4) mission. Another opinion on organizational culture, according to Nahm et al. (2004), is the assumption that organizational culture can lead to increased organizational performance. Research by Ahmed and Shafiq (2012) found that organizational development requires contributors who can increase organizational sustainability based on effectiveness. Organizational norms, values and vision contribute to improving organizational culture.

Schraeder et al. (2005) also agree that organizational culture is holistic, soft, difficult to change, has a historical basis, and is socially constructed. Organizational culture influences almost all aspects of organizational life, starting from the way people interact, do work, how they dress, the types of decisions made, organizational policies and procedures that are prepared, as well as considerations other strategies.

The results of hotel employee perceptions in Yogyakarta show that organizational culture has four indicators: involvement, consistency, adaptation and mission. The indicator with the highest value is expressed by involvement, the main factor contributing to organizational culture. This can be understood from completing the work carried out with the team at the Yogyakarta Hotel. Adaptation in hotels also contributes to organizational culture, where respondents tend to agree with organizational conditions that follow developments in science and technology and hotel environmental conditions in Yogyakarta.

Consistency in hotels in Yogyakarta also contributes to organizational culture. This statement can be understood by the existence of guidelines for carrying out work in hotels where employees tend to agree with this statement. Mission indicators at hotels in Yogyakarta contribute to organizational culture with statements that employees tend to agree that hotel employees in Yogyakarta complete work according to the organization's vision.

The analysis results in this research show that work, wages, work supervision, promotion opportunities, and co-workers contribute to job satisfaction. These five indicators have provided a positive reflection on job satisfaction, which is a person's emotional state where there is or is not a meeting point between the value of compensation for employee performance in the organization and the level of compensation desired by the employee concerned. This is reflected in colleagues who support each other in doing their work.

The statement above is supported by research on job satisfaction, defined as employees' pleasant feelings about work. Likewise, Judge and Larsen (2001) argues that job satisfaction is an optimistic assessment an individual makes about his or her job. Furthermore, the psychological situation explains a person's emotions about their work.

Gibson (2000) defines job satisfaction as an employee's emotional state where there is or is not a meeting point between the value of employee compensation from the company and the level of reward value desired by the employee concerned. Measuring job satisfaction can use job indicators, wages, work supervision, promotion opportunities, and coworkers.

The results of hotel employee perceptions in Yogyakarta show that job satisfaction has five indicators: work, wages, work supervision, promotion opportunities, and coworkers. The indicator with the highest value stated by colleagues is the main factor contributing to job satisfaction. This is understandable because hotel employees in Yogyakarta tend to agree that colleagues support their work. Employee promotion opportunities at hotels in Yogyakarta contribute to satisfaction. This statement is supported by employees who agree that hotel employees have opportunities for promotion.

Supervision of hotel work in Yogyakarta also contributes to job satisfaction. This can be understood by employees who agree with evaluating performance achievements. Wage and employment indicators for hotel employees in Yogyakarta contribute to job satisfaction. This can be understood by employees who tend to agree that employees work and receive salaries according to hotel expectations in Yogyakarta.

4. Conclusion

Infrastructure facilities, harmonious working relationships with superiors, health facilities, and security protection form the hotel work environment in Yogyakarta. Organizational culture is formed by the freedom to innovate, completing work with a team, working based on guidelines, and a shared understanding of work. Job satisfaction at hotels in Yogyakarta is formed by expectations, enjoying work, work achievements, promotion opportunities, job appreciation, and support from colleagues. The contribution of this research can provide input into hotel management's decision-making, especially about increasing job satisfaction through the work environment and organizational culture, which are the main findings of this research. The results of this research can positively contribute to the development of human resource management science in terms of the work environment, the application of organizational cultural values, and job satisfaction, especially in hotel service companies

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